



FIRST
ANNUAL
REPORT

1948-49.

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Vice-Chairman :
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J. C. GARDNER, F.I.C.A.P.	H. PARKES, J.P.
W. H. HORNE.	MISS V. G. STUART. S.R.N., S.C.M., R.S.C.N.
J. W. HUGHES.	MISS D. S. TOMKINSON, O.B.E., M.A., J.P.
S. L. HUINS.	G. WAGSTAFF. J.P.
C. MACKIE, M.B., CH.B., D.R.C.O.G.	H. B. YATES, O.B.E.
D. C. MUNDY, M.B., B.S., M.B., CH.B., B.SC., D.R.C.O.G.	

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R. L. PRICKETT, F.I.M.T.A., D.P.A.

Secretary :
C. M. SMITH, F.C.I.S., A.C.A., F.H.A.

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MRS. G. S. CHADWICK

W. H. HORNE

J. W. HUGHES

DR. D. C. MUNDY

J. C. NICHOLLS

H. PARKES

Miss D. S. TOMKINSON.

FINANCE COMMITTEE:

A. S. BARNECUTT (Chairman)

J. W. BRIGHT

W. H. HORNE

S. L. HUINS

H. PARKES

Miss D. S. TOMKINSON

H. B. YATES

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Barnsley Hall:

J. W. BRIGHT (Chairman)

A. S. BARNECUTT

*H. E. PALFREY

*M. S. BIGWOOD

H. PARKES

*MRS. H. W. DIXON

*MAJOR H. P. RUSHTON

*MRS. J. F. GOODE

*DR. A. SHEPHERD

*MRS. B. HOLT

Miss D. S. TOMKINSON

J. W. HUGHES

G. WAGSTAFF

Lea Colony:

J. W. HUGHES (Chairman)

MRS. G. S. CHADWICK

*DR. A. S. PATTERSON

J. G. PARKER

Miss D. S. TOMKINSON

H. PARKES

* Co-opted Member.

Chairman and Vice-Chairman ex-officio all Committees.

HOUSE COMMITTEES :

Bromsgrove Area:

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J. C. GARDNER	DR. D. C. MUNDY
*T. W. HOLLIS	G. WAGSTAFF
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Kidderminster Area :

Miss D. S. TOMKINSON (Chairman)	
*MRS. W. D. BROADBENT	DR. C. MACKIE
MRS. G. S. CHADWICK	DR. J. M. MALINS
*MRS. E. GETHIN	J. G. PARKER
W. H. HORNE	Miss V. G. STUART
*LADY MARGARET HUNTINGTON-WHITELEY	
*DR. J. E. BLUNDELL WILLIAMS.	

*Co-opted Member.

Chairman and Vice-Chairman ex-officio all Committees.

HOSPITALS COMPRISING THE GROUP.

All Saints' Hospital, Bromsgrove.

Acting Admin. Officer : G. S. HAWKINS.

Matron : MRS. G. S. HAWKINS.

Barnsley Hall Hospital, Bromsgrove.

Medical Superintendent : DR. A. SHEPHERD.

Matron : MISS A. BOGGAN.

Head Male Nurse : R. STEPHEN.

Blackwell Convalescent Home, nr. Bromsgrove.

Matron : MISS R. P. FINCH.

Blakebrook Hospital, Kidderminster.

Acting Admin. Officer : A. J. BURTON.

Bromsgrove Cottage Hospital, Bromsgrove.

Matron : MISS M. NEENAN.

The Croft Maternity Home, Sutton Park Road, Kidderminster.

Matron : MISS E. M. BRUCE.

Highfield Hospital, Droitwich Spa.

Matron : MISS P. RICHARDS.

Hill Top Isolation Hospital, Bromsgrove.

Matron : MISS D. M. HAIGH.

Kidderminster and District General Hospital, Kidderminster.*Acting Admin. Officer* : W. C. L. HAWKER.*Matron* : MISS V. G. STUART.**Lea Colony, Bromsgrove.***Medical Superintendent* : DR. A. S. PATTERSON.*Matron* : MISS E. K. G. MOWBRAY.**Lucy Baldwin Maternity Hospital, Stourport-on-Severn.***Matron* : MISS V. BURDETT.**Rigby Hall Maternity Home, Bromsgrove.***Matron* : MISS D. E. HULL.**Smallwood Hospital, Redditch.***Acting Admin. Officer* : MISS F. L. AVERY.*Matron* : MISS G. J. PALMER.**St. John's Brine Bath Hospital, Droitwich Spa.***Matron* : MISS G. B. MARTIN.**Tenbury and District Hospital, Tenbury Wells.***Matron* : MISS V. H. GILES.**CLINICS :****Orthopaedic Clinic, Redditch.****T.B. Dispensary, Bromsgrove.****T.B. Dispensary, Redditch.****Rheumatic Diseases Clinic, Droitwich Spa.**

FIRST REPORT

of the

**MID-WORCESTERSHIRE HOSPITAL MANAGEMENT
COMMITTEE.**

NINE MONTHS ENDED 31ST MARCH, 1949.

Constitution.

The appointment of Hospital Management Committees was provided for in the National Health Service Act, 1946, the relevant sections of which required the Regional Hospital Boards to submit to the Minister their schemes for the appointment of such Committees.

The Mid-Worcestershire Hospital Management Committee was accordingly constituted with the duty of undertaking the day-to-day operational control of fifteen hospitals, and for that purpose to exercise on behalf of the Birmingham Regional Hospital Board such of the functions of the Board as might be prescribed.

The new Committee met for the first time on 8th June, 1948, and their first care was to ensure a continuance of all the services of the Group from 5th July, the date on which the new Act began to operate. Thanks to the co-operation received from all officers of the hospitals, this first object was successfully achieved.

Formation of Sub-Committees.

The next task undertaken was the formation of the sub-committees necessary for the functions of the Committee to be carried out. These sub-committees were the General Purposes Committee, whose duties were to formulate policy and advise on questions affecting the Group as a whole, the Finance Sub-Committee to deal with all financial matters, and Medical and Nursing Sub-Committees to advise on medical and nursing problems respectively.

House Committees.

It was immediately apparent to the Committee that the successful management of the hospitals would depend to a large extent on the maintenance of that close contact which had been in existence through the individual committees who had cared for the hospitals prior to 5th July. Functions formerly carried out by separate committees at each hospital were now to be undertaken by one committee of nineteen persons, and it was therefore essential that, so far as possible, the new committee should maintain regular contact with the hospitals and their chief officers ; and one of the earliest steps taken was the appointment of four House Committees. In addition, these committees were authorised to co-opt other persons ; this gave the opportunity to use the services of many persons who had had long associations with particular hospitals but who had not been appointed to the Management Committee.

It was also decided to arrange a system of visitors, whereby all members undertook the duty of visiting the hospitals at regular intervals.

Staff.

The Committee then took steps to appoint the necessary administrative staff. By the transfer of some existing staff and the termination of the services of part-time officers, the committee saved an annual sum of £3430, which went far towards the cost of new staff. Administration costs amount to some 2% of total expenditure, and this compares favourably with other Management Committees of similar size.

SECRETARY.—The Committee appointed as their Secretary, Mr. C. M. Smith, formerly House Governor and Secretary of the Kidderminster and District General Hospital. He is the Chief Officer of the Committee, and is responsible to them for the general administration of the Hospitals in the group.

FINANCE OFFICER.—As Finance Officer the Committee appointed Mr. R. L. Prickett, who transferred from the local government service. His responsibilities embrace all financial matters, including the payment of salaries and accounts and the preparation of all financial returns and the annual accounts of the group. An important part of his duties is concerned with the preparation of annual estimates of expenditure for submission to the Ministry of Health through the Regional Board ; and he has also to exercise financial control of expenditure at each hospital.

SUPPLIES.—Although the Committee were authorised to appoint a Supplies Officer, they decided to include this work with the Secretary's duties. They appointed as Supplies Assistant, Mr. W. E. Best, Steward of Barnsley Hall Hospital. The Committee are establishing a central supplies department and expect to achieve economies by central purchasing of a wide range of goods and equipment.

ENGINEERING.—Mr. A. J. Holden, Engineer and Clerk of Works of Barnsley Hall Hospital, was appointed Hospitals Engineer. His duties comprise the maintenance of all plant and equipment, preparation of schemes of improvement in alteration, decorations and general care of the fabric of the hospitals. The Committee consider it an economy to employ a group maintenance staff, and most repair work is carried out by direct labour.

Other Committees.

At the request of the Minister of Health, Group Medical and Group Nursing Committees were formed, consisting of representatives of the medical and nursing staffs employed in the Group. These committees consider matters affecting their work and their recommendations are sent to the Management Committee.

WORK OF HOSPITALS.

Attached to this Report is a statement of statistics for the year 1948. These were supplied to the Ministry of Health in the form requested, but in future years more detailed figures will be available.

Barnsley Hall Hospital.

The official bed complement of this hospital is 638, but over-crowding permitted for some time before 5th July, 1948 by the Board of Control allows the accommodation of 750 patients suffering from nervous and mental disorders.

A separate House Committee was appointed for this hospital in view of its size, and this Committee in turn formed sub-committees to deal with the farm, gardens, engineering and financial matters.

One of the main problems at this hospital is the serious shortage of female nursing staff. Despite every effort to recruit more nurses, the number employed is dangerously small compared with the work to be undertaken.

Sanction has been given to the erection of ten staff houses, a project put forward by the Authority formerly administering the hospital.

Lea Colony, Bromsgrove.

This hospital was opened for the reception of mentally defective children on 18th July, 1949. Huts used during the war as an emergency hospital were converted as necessary, and will accommodate 176 patients. These buildings will provide much needed accommodation of a temporary character, and in the meanwhile the building of a permanent colony on the Lea Castle Estate, Kidderminster, proceeds at a satisfactory rate; the contract for the first section was signed prior to the 5th July, 1948.

Kidderminster General Hospital.

This is a former Voluntary Hospital containing 124 beds for general medical and surgical cases. It has a full consultant and specialist staff and a large out-patient department. At present it is the only hospital of its kind in the Group, and is the only one recognised by the General Nursing Council for complete general training of nurses. In this connection it is hoped shortly to extend the experience given to the student nurses by taking over a number of beds at Blakebrook Hospital; these will provide training in the special problems connected with the nursing of the chronic sick.

Smallwood Hospital, Redditch.

This former Voluntary Hospital contains 40 beds. It is hoped that within the near future sanction will be obtained to enlarge the present out-patient department so as to provide a more adequate service for the increasing population of the town and district. The hospital already contains an X-Ray department and a Physiotherapy and Rehabilitation department, and the enlargement of the accommodation for out-patients will greatly enhance the usefulness of the hospital. At the same time as this work is carried out, it is also intended to enlarge certain ancillary provisions including a more modern laundry.

Cottage Hospital, Bromsgrove.

This is a former Voluntary Hospital of 36 beds. It is hoped shortly to extend the services by starting out-patient clinics for ear, nose and throat cases and for ophthalmic cases.

Tenbury and District Hospital.

This Voluntary Hospital of 16 beds serves a very scattered rural population. Better facilities for physiotherapy treatments are necessary and the committee hope to be able to obtain sanction for this improvement in due course.

Blakebrook Hospital, Kidderminster.

This hospital is the former Public Assistance Institution and up to 5th July, 1948, was administered by the Worcestershire County Council. Its total bed complement of 370 provides for 257 chronic sick, and in consequence of this preponderance of hospital cases over non-sick residents, the hospital passed to the Minister of Health and is administered by this Committee who are required to provide the services necessary for the non-sick. There is also a Casual Reception Centre. Maternity cases are also received and, during 1948, 131 live births were registered.

Reference has already been made to the steps being taken to provide a nursing link with the local general hospital; it is intended that the services of medical staff appointed to the Group will also be available for the chronic sick.

All Saints' Hospital, Bromsgrove.

As in the case of Blakebrook Hospital, this hospital has a greater number of beds for chronic sick than for non-sick (177 out of a total of 251), and consequently is administered by this Committee. A general hospital is at present being provided by the adaptation of the buildings of the War Emergency Hospital on ground adjacent to the former Institution, and both hospitals will eventually be administered as one unit with a total bed complement of 542.

Blackwell Convalescent Home.

This Home now contains 106 beds and was formerly administered as a Voluntary Institution. Since July, 1948, an increasingly large number of pre-convalescent and bed patients have been received and it is usual for at least half the beds to be occupied by this class of patient. Acute hospitals are thus enabled to admit a greater number of urgent cases from their waiting lists by the freeing of beds through such transfers, and the Home is thus fulfilling a most valuable function.

Hill Top Isolation Hospital, Bromsgrove.

This Hospital contains 76 beds for patients suffering from infectious diseases. Owing largely to improved methods of prevention and to the fact that no serious outbreaks of infection occurred, only one-third of the beds were occupied on average during 1948.

Lucy Baldwin Maternity Hospital, Stourport.

This hospital contains 21 beds and was formerly administered by the Worcestershire County Council. It receives normal and abnormal patients; ante-natal clinics are also conducted. During the past year the Committee were authorised to place a contract for the renewal of the hot-water service which had become seriously corroded through the action of the local water supply.

The Croft Maternity Home, Kidderminster.

This home was acquired and adapted by the Kidderminster Corporation, who are to be congratulated upon making such good provision for this work. The home was formally opened on 16th October, 1948, by Mrs. W. D. Broadbent, a Borough Councillor and Chairman of the Maternity Homes Committee of the Corporation. Sixteen beds were provided and the home is consistently busy. Ante-natal clinics are also regularly conducted.

Rigby Hall Maternity Hospital, Bromsgrove.

Pending the establishment of a maternity department in All Saints' Hospital, this hospital was leased by the Worcestershire County Council to the Minister of Health and is now administered by the new Committee. It contains 16 beds for normal cases.

Highfield Hospital, Droitwich.

This hospital contains 60 beds for the treatment of Rheumatic Diseases and was formerly owned by the Birmingham Hospital Saturday Fund. Together with St. John's Hospital (see below) it provides in-patient accommodation for persons suffering from rheumatism and allied diseases and facilities exist for all forms of physiotherapy treatment and (by arrangement with Droitwich Spa Ltd.) for brine baths.

It is hoped that out-patient facilities will also be available at a consultative clinic shortly to be established.

St. John's Brine Bath Hospital, Droitwich.

This hospital contains 64 beds and was formerly maintained by voluntary contributions. The beds were occupied by patients receiving brine bath treatment, but since July, 1948, the Committee have made provision for physiotherapy to be given to those patients who cannot be transported to Highfield Hospital for this treatment.

Considerable re-furnishing and re-decoration has been carried out at this hospital, which fulfils an important function in providing accommodation for those in need of spa treatment.

Clinics.

The Committee is responsible for two tuberculosis dispensaries and an orthopaedic clinic ; these are held in premises used for other clinics for which the Local Health Authority is responsible.

Conclusion.

The Committee cannot conclude their first Report without reference to the services of those governing bodies whom they succeeded. They realise that many of the members of those bodies had given years of selfless devotion to the service of the community and that they have set a high example for their successors to follow. The new Committee trust that they will not fall short of the hopes reposed in them.

Nor can the Committee overlook the goodwill and spirit of co-operation with which they were received by the chief officers of the hospitals, without whom their task would have been made most difficult. They are grateful that, despite the administrative changes which the new Service inevitably caused, they were helped and encouraged in their work by the officers upon whom so much depends.

The Committee also express their thanks to all those who have continued their voluntary services. They include librarians, car drivers, donors of both money and goods and many others who in countless ways have helped the patients in our hospitals. It should be more widely known that gifts can still be made for the benefit of patients and staff, and that it is a duty laid on the Committee to see that such gifts are used for the purposes specified by the donors.

It should also be known that Welfare Committees can be set up to benefit the patients and staff in the individual hospitals and, although these Committees would not form part of the new administrative structure, the Management Committee would welcome their formation because they recognise the value of such voluntary service to those who need to use the Hospitals.

Much of the first year of the new Service has been taken up in necessary preparatory work, and the Committee, by regular visits, have endeavoured to familiarise themselves with the hospitals coming under their control. At the same time they have maintained the services, carried out much essential maintenance work and put forward to the Regional Hospital Board schemes for improvement and extension of the services now provided.

It is the hope and desire of the new Committee that the future will benefit from the initial work of the past year and that the new Health Service, of which so much is expected, will prove its value in the Mid-Worcestershire area.

On behalf of the Committee,

A. SIMMONS,
(Chairman).

C. M. SMITH,
(Secretary).

STATISTICAL SUMMARY, 1948.

“ Messenger ” Co., Ltd.,
Printers,
Bromsgrove.
